

## 5 Administrative Requirements

### 5.1 Introduction

This section contains the mandatory Administrative Requirements with which the Bidder must comply. Any deviation from these requirements in the Proposal may cause it to be rejected. If the deviation is found to be material, it will result in rejection of the Proposal as non-responsive.

**ALL Bidder requirements within Section 5, Administrative Requirements, are mandatory. An item indicated with “(Mandatory Scorable)” is an item that the Proposal evaluation team will score in accordance with the Proposal Evaluation Methodology identified in Section 9, Evaluation of Proposals.**

It is necessary that **each paragraph be acknowledged and agreed to. Bidders must state compliance to each numbered paragraph, or numbered section by completing the legend found at the end of each section.** Bidders must remove or photocopy Section 5, Administrative Requirements from the ITP and insert it into the response to Volume I, Part 2 with appropriate responses. See Section 8, Proposal Format.

Bidders must submit the following plans as part of their response to Section 5, Administrative Requirements:

- Project Management Plan (Section 5.6)
- Implementation Plan (Section 5.7)
- Capacity Plan (Section 5.8)
- Settlement and Reconciliation Plan (Section 5.9)
- Cash Access Plan(Section 5.10)

Each of these plans must be included as a separate, stand-alone Exhibit in Volume I, Part 2 following the Bidder's written responses to the administrative requirements.

There are many Exhibits and several required written responses to the Administrative Requirements that Bidders must complete as part of their response to Section 5, Administrative Requirements. For any requirement with a legend line for Reference Document and Description, a descriptive narrative and/or reference material must be provided. Description information must be addressed separately for any requirement that suggests such, in the order in which they are presented in the ITP, Section 5. Description information must reference the exact location where the requirement is found in the ITP.

### 5.2 Bidder Responsibility

Prior to award of the contract, the State must be assured that the Bidder selected has all of the resources to successfully perform under the contract. This includes, but is not limited to, personnel in the number and with the skills required, equipment of appropriate type and in sufficient quantity, experience in similar endeavors, and financial resources sufficient to complete performance under the contract.

To evaluate the Bidder's responsibility, the following items shall be submitted as part of Exhibit #5-2: Statement of Experience and Financial Condition.

**5.2.1 Financial Information**

Bidder shall submit audited financial statements or annual reports for at least the last three (3) years. A Bidder's 10-K is acceptable. In the event of a joint bid, all parties must submit financial information. The following items shall be included:

- Statement of income and related earnings
- Statement of changes in financial position balance sheet
- Form 10-K or personal tax returns for the previous three (3) years
- Two (2) banking references, including the institutions upon which the Bidder, or

- subcontractor(s), draw payroll checks and from which operating funds are disbursed
- A listing of any judgments levied against the Bidder or subcontractor(s)
  - A listing of all litigation or arbitration proceedings within the last three (3) years, including current litigation or arbitration proceedings, by or against, the Bidder or subcontractor(s)
  - Opinions concerning financial statements from a CPA

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

### 5.2.2 Company Information

The following company information shall be provided:

- A Statement of Experience which includes, at a minimum, company profile and organizational history. Include specific descriptions of the lines of business and proportional volume of gross income attributable to each line (for example, service versus equipment) and the specific number of years in business
- The current organizational structure

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

### 5.3 Bonds and Other Security Documents

All Bidders must submit one of the following, as described below, with the Final Proposal. The security document must be contained in the sealed *Volume 3 – Pricing Proposal*. Final Proposals submitted without one of the following shall be considered non-responsive and the Proposal shall be rejected.

Letter of Certificate of Deposit; or  
Letter for Irrevocable Letter of Credit; or  
Certificate of Deposit

**NOTE: Within twenty-one (21) days after notification of contract award (unless submitted with the Proposal), the successful Bidder MUST submit the instrument satisfying the bond requirement in the form of a Certificate of Deposit or Irrevocable Letter of Credit. Failure to submit the required document within twenty-one (21) days may be cause for termination of the contract.**

Because of the potential consequences which might result if the successful Bidder is unable to furnish any of the specified documents, Bidders should take the necessary steps, prior to

submittal of Final Proposals, to ensure that, if awarded the contract, they will be able to comply with these requirements.

The State, upon award of contract, shall notify subcontractors listed in Exhibit #5-4 of their participation in the contract. Notification to the subcontractor by the prime contractor is encouraged immediately after an award by the State. In addition, the State reserves the right to contact subcontractors during the bid evaluation process and prior to contract award in order to verify their participation and solicit any additional information that may be deemed necessary to complete the bid evaluation process.

Bidder understands and will submit one security document as defined in Section 5.3.1 through 5.3.6 : Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

### **5.3.1 Letter of Certificate of Deposit/Letter for Irrevocable Letter of Credit**

The letter, guaranteeing issuance of either a Certificate of Deposit or an Irrevocable Letter of Credit, shall be from a bank doing business in this State and insured by the Federal Deposit Insurance Corporation. The letter shall state that if the Bidder is successful, a Certificate of Deposit or an Irrevocable Letter of Credit, as appropriate, in the amount of 100% of the Bidder's proposal price for Design, Development and Implementation ( DD&I) will be furnished to the State within twenty-one (21) calendar days notification of contract award.

### **5.3.2 Certificate of Deposit**

The Bidder shall furnish to the Deputy Director of the Department of General Services Procurement Division at no cost to the State, a Certificate of Deposit. The Certificate of Deposit shall be a Security Deposit Time Certificate of Deposit from a bank insured by the Federal Deposit Insurance Corporation, in the amount of 100% of the Bidder's proposal price for DD&I, payable to the Department of General Services. The Certificate of Deposit shall be automatically renewable during the contract period and shall remain in effect until the Contractor's satisfactory completion of the contract requirements.

## **5.4 Corporate Background and Experience (*Mandatory Scorable*)**

**Corporate Background and Experience is a Mandatory Scorable requirement.**

**Maximum possible points for Corporate Background and Experience: 60**

**Refer to Section 9.3.4.2.1 for detailed scoring methodology.**

The purpose of the Corporate Background and Experience requirement is to provide the State the ability to verify the claims made in the Proposal by the Bidder, and to ensure that the Bidder has a proven track record of providing the desired services in a satisfactory manner. The Bidder must provide three (3) corporate reference accounts for engagements within the past five (5) years for whom the Bidder has been awarded a contract to implement and maintain a system whose functionality is similar in scope to the requirements of this ITP.

In the context of this ITP, similar in scope means contracts that have provided all facets of the system life cycle for an EBT or EFT project, including planning, design, development,

implementation, operations and maintenance. The Bidder must demonstrate experience with account setup and authorization, card maintenance, training, customer account maintenance, transaction processing, customer service, managing acquirer participation, settlement and

reconciliation, reporting and risk management. If the Bidder cannot provide the necessary customer reference for the entire scope of the contract, it must provide three (3) customer references for the Bidder and three (3) customer references for each subcontractor in this contract to fulfill the expertise required of the Bidder and the subcontractor(s).

The description of each reference account must cover the following items:

1. **Organization Name**
2. **Customer Reference:** Name, address and current telephone number for contact person.
3. **Time Period:** Start and end dates, including designation of design, development, implementation and operations phases.
4. **Prime/Subcontractor:** Indication of whether the work was performed as prime contractor or as a subcontractor.
5. **Description of Work:** A brief description of the type of contract and the Bidder's overall responsibilities.
6. **Scope:** Indication of type of work performed. Describe in detail all facets of work performed during the project. Compare project's size and scope to that required by the State of California in a narrative and by percentage.
7. **Production Date:** Begin date for full production processing; indicate whether this date was met and explain any variance.
8. **Complexity:** Total staff months, degree of on-line and batch processing, number of transactions, number of modifications, etc. Compare project complexity to that required by the State of California in a narrative and by percentage.
9. **Integration With Other Systems:** Indicate the number, type and purpose of all system interfaces designed, developed, tested, implemented and maintained.
10. **Within Budget:** Indicate whether or not implementation was within budget and if not, what was the variance.

The Bidder must summarize each corporate reference account using Exhibit #5-3, Corporate Background and Experience Matrix. These reference accounts must be external to the Bidder's organization and with a paying customer.

**NOTE:** If a single subcontractor will be performing ten percent (10%) or more of the total value of the contract awarded, three (3) subcontractor references applicable to the work to be performed by the subcontractor must also be submitted in the format prescribed above.

The State will contact these references. The Bidder is responsible for ensuring that the reference is aware of the State's potential contact. In contacting references, the State will score the reference based on confirmation of the Bidder's past performance in areas such as project integration and coordination of subcontractors, system performance and responsiveness when performance problems arise, resource allocation, and satisfaction with customer service call center.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

## 5.5 Key Staffing (Mandatory Scorable)

**Key Staffing is a Mandatory Scorable requirement.**

**Maximum possible points for Key Staffing: 130**

**Refer to Section 9.3.4.2.2 for detailed scoring methodology.**

The Bidder shall specify the names and provide resumes of key project staff, including references, except for the Retail Installation and Integration Manager who is not required to be named in the Proposal. The Bidder shall identify all key staff experience on the required resumes. All resumes shall be in a consistent format. If not currently employed by the Bidder, copies of letters offering and accepting employment shall be included with the response. Key staff experience will be validated through reference checks.

The Project Manager and Systems Implementation Manager shall be dedicated to the California EBT Project full time from contract award through full statewide implementation. For all other key staff positions, the Bidder shall specify what percentage of time each individual will be dedicated to the California project. It is permissible to have one person fulfill the responsibilities of more than one position; however, the scorable positions (Project Manager, Systems Implementation Manager, Technical Project Manager, Cash Access Manager, and the one named Regional Implementation Manager) must be filled by different individuals. If the bidder proposes to have combined or shared positions, the Bidder must clearly describe the roles and responsibilities and explain how all job duties will be accomplished.

In addition to the fourteen (14) key staff positions named below, the Bidder shall propose an appropriate mix of systems analysts, systems integrators, network specialists, installers, trainers, operations staff, support staff, and any other job classifications deemed necessary and appropriate by the Bidder.

To increase the likelihood of this project's success, the State expects the proposed key staff to have a high level of technical knowledge, skill and experience with EBT or EFT, as well as with the Bidder's proposed system. Knowledge of welfare benefit programs and California's unique infrastructure is also desirable.

The proposed key project staff specified in the Bidder's Proposal shall be the same key project staff who will carry out the work of the contract, except as provided in Section 5.5.5. In addition, the State reserves the right to disapprove the continuing assignment of Contractor or subcontractor personnel provided to the State under this Contract. The State will provide a two-week written notice to the Project Manager if personnel are to be replaced. An explanation as to why the State requires their replacement will be provided with the written notice. The Contractor or Subcontractor will be given a reasonable period of time (not to exceed thirty (30) calendar days) to present to the State resumes of replacement personnel for State approval. The Contractor must maintain an appropriate staffing mix and staffing levels for the duration of the contract. Any replacement personnel during the life of the contract must meet or exceed the skill level that the Bidder proposed and was scored on.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### **5.5.1 Key Staff**

Each key project staff position listed below includes a description of the responsibilities, duties and minimum experience required of that position. **For each position, the proposed key staff shall have, as a minimum requirement, experience in the general areas of responsibility listed for that position.**



**5.5.1.1 Project Director/Corporate Officer in Charge**

The Project Director/Corporate Officer in Charge will be responsible for ensuring that the project receives the highest level of corporate support, commitment, and oversight. The Project Director/Corporate Officer in Charge will be responsible for committing the Contractor to all contractual agreements with the State; providing direction to the project effort; ensuring that all staff needs and other resources for the project are met as required; and maintaining accountability for staff performance. The Project Director/Corporate Officer in Charge is responsible for managing contractual relationships, administering agreements with financial institutions and ATM networks, administering and ensuring resource availability, managing communications for reporting and problem resolution with Contractor executive staff, and managing fiscal reporting.

Minimum Requirements:     3 years as Project Director;  
   5 additional years of experience as Project Manager

Bidder understands and will comply:    Yes \_\_\_\_\_    No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

**5.5.1.2 Project Manager**

The Project Manager will be responsible for the day-to-day management of the project including overall performance and contract compliance. The Project Manager will report directly to the Project Director/Corporate Officer in Charge and will be responsible for managing and coordinating the Contractor resources assigned to the project, and ensuring that all tasks in the Project Work Plan and Implementation Work Plan are executed in keeping with the schedules and State requirements. The Project Manager responsibilities will include:

- Providing day-to-day management and direction of Contractor resources assigned to the project;
- Managing the project to the current work plans and coordinating the availability of scheduled resources to the project;
- Managing all project resources and ensuring that appropriate resources are available throughout the life of the contract;
- Establishing and maintaining regular communications with the State and counties;
- Providing written status reports as required;
- Maintaining issue reporting, tracking, escalation and resolution procedures
- Conducting ongoing reviews with State EBT Project Team members and ensuring escalation procedures are followed and issues are resolved
- Practicing change management controls and procedures in coordination with the State
- Preparing budgetary updates
- Monitoring and maintaining the project's financial budget
- Ensuring the timely development and delivery of quality project deliverables
- Monitoring and maintaining the development and implementation schedules

- Analyzing progress and suggesting changes as deemed appropriate
- Overseeing preparation of all documents, correspondence, and meeting agendas
- Development and implementation of a quality assurance process to ensure all objectives are met, milestones are achieved, and stakeholders are satisfied
- Informing the State of any issues that might cause project delays.

The Project Manager will identify any potential problem areas, recommend solutions, and work closely and cooperatively with the Project Director to resolve issues quickly and fairly. He or she will also provide the State with written status reports and keep them informed of project progress versus the work plans. The Project Manager is responsible for instituting quality control over all deliverables submitted for review.

Minimum Requirements: 5 years project management experience and at least 2 years of project management experience on EFT/EBT or large system integration project

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.3 Project /Contract Administrator

The Project/Contract Administrator will be responsible for developing and maintaining the contractor's administrative infrastructure. The position will monitor and administer the contract, prepare, track and submit invoices to the State for payment. The position will coordinate the development of and maintain a repository for all project plans, schedules, deliverables and project working papers. The position will also be responsible for developing and maintaining a change management system as well as project issues.

Minimum Requirements: 2 years of experience performing the duties described above.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.4 Technical Project Manager

The Technical Project Manager (Technical PM) will be responsible for facilitating the system design process and ensuring that appropriate technical resources are available to the State project team to expedite the discussion and resolution of system design, interface, testing, development, and operations issues. The Technical PM will participate in the system requirements definition and design meetings and the system interface design meetings, and will be responsible for the development and finalization of all system design documents. The Technical PM will also manage the system development and testing activities and will be responsible for the preparation of all related status reports and deliverables.

Minimum Requirements: 5 years technical project management on EFT/EBT or large system integration projects

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.5 Telecommunications Manager

The Telecommunications Manager will oversee the telecommunications design and plan to support the EBT system including the system interfaces with the State system(s), county eligibility and financial systems, administrative and POS terminals, and Customer Service Center (CSC) telecommunications network(s). The Telecommunications Manager will plan and manage all network installation activities, oversee all necessary network testing, monitor network performance, and ensure that network capacity is sufficient and appropriate to support the California EBT requirements, and ensure the successful integration of a broad scope of telecommunication hardware and software.

Minimum Requirements: 5 years of Telecommunications Network Management

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.6 Operations Manager

The Operations Manager will manage operations at the Contractor's data center or host site operations. The Operations Manager will oversee the computer services for the EBT system and manage all associated project staff. The Operations Manager will be responsible for all EBT system operations, including development, certification, conversion, batch processes, transaction processing, settlement, reconciliation, reporting, performance monitoring, and capacity planning/sizing. The Operations Manager will interact with State and county project staff in evaluating and resolving all operational issues.

Minimum Requirements: 5 years of Operations Management of a similar complex system as defined in 5.4, Corporate Background and Experience

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.7 Systems Implementation Manager

The Systems Implementation Manager will be responsible for the timely coordination of all implementation related tasks. The Systems Implementation Manager will oversee and manage the activities of the Regional Implementation Managers. The Systems Implementation Manager will:

- Define all implementation tasks and critical path items
- Manage and monitor staff activities
- Monitor project progress
- Identify issues and potential causes for project delays
- Ensure that appropriate staff and project resources are available to efficiently support the implementation activities including tracking and ordering systems
- Ensure the timely completion of each task in compliance with the Implementation Work Plan

Minimum Requirements: 4 years of general management experience and at least 2 years of systems implementation management on a similar complex system as defined in 5.4, Corporate Background and Experience

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.8 Regional Implementation Managers

One (1) Regional Implementation Manager must be named in the Proposal. Contractor will need to provide up to one (1) Regional Implementation Manager per region concurrently during implementation.

Regional Implementation Managers will support the Systems Implementation Manager and provide regional on-site support. Regional Implementation Managers will work closely with State and county project representatives to plan, prepare and coordinate implementation activities. They will provide regular progress reports and identify issues and problems that pose potential project delays. Regional Implementation Managers will assist in developing issue resolution and risk mitigation strategies to ensure the timely implementation of the system.

Minimum Requirements: 2 years management experience and 1 year system implementation management experience on a similar complex system as defined in 5.4, Corporate Background and Experience

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.9 Retailer Manager

The Retailer Manager will be responsible for contacting and communicating with all California retailers, including both FNS-authorized and non-FNS retailers. The Retailer Manager will

prepare and execute a retailer communications/marketing plan to inform retailers about the EBT Project. The Retailer Manager will be responsible for tracking and resolving retailer issues in a timely manner and providing regular communications with the retailer community. The Retailer Manager will also be responsible for preparing retailer information packets; preparing retailer contract agreements; overseeing the development and distribution of retailer training materials; developing terminal deployment and installation plans; and overseeing the timely delivery and installation of retailer equipment. The Retailer Manager will ensure that appropriate staff and other project resources are available to support retailer marketing, training, and installation activities including a correspondence tracking system, an issue tracking system, an agreement tracking system, an equipment ordering and installation tracking system, and a maintenance response and tracking system. The Retailer Manager shall also coordinate with the Customer Services Manager to review retailer issues and identify issue resolution strategies.

Minimum Requirements: 3 years management experience and 2 years retailer management experience including responsibilities as defined above

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.10 Retail Installation and Integration Manager

Bidder does not have to name this person in the Proposal. A resume is not required for the Proposal, but will be required by the State sixty (60) days prior to onset of the position responsibilities. Bidders must indicate in the Proposal an estimated start date for this position.

The Retailer Installation and Integration Manager (RIIM) will support the Retailer Manager with equipment installation and integration issues and activities. The RIIM will focus efforts on the resolution of retailer and third party processor system integration issues. The RIIM will report on equipment installation and integration issues, research technological alternatives, and coordinate with retailers and third party processors to resolve issues.

Minimum Requirements: 3 years managing POS deployment and system integration activities

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.11 Test Manager

The Test Manager will be responsible for the development and approval of a comprehensive System Test Plan and detailed test plans, scripts and methodologies for each of the testing activities specified in Section 5.14. The Test Manager will be responsible for planning, preparing and executing all testing activities for the Contractor.

Minimum Requirements: 3 years Technical Lead, Operations Manager or Testing Manager for a similar complex project

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.12 Cash Access Manager

The Cash Access Manager will be responsible for finalizing the Cash Access Plans for all counties choosing to use the EBT system for cash benefit issuance. The Cash Access Manager will be responsible for identifying and tracking cash access issues and working with the State, counties and stakeholders to develop a comprehensive cash access strategy that addresses cash access issues. The Cash Access Manager will examine county-specific cash access needs and recommend strategies to measure and provide adequate cash access and cash access implementation plans for those counties implementing EBT for cash programs. The Cash Access Manager will be required to develop and execute community outreach/marketing plans, as necessary, to achieve desired access locations. In addition, if ATM terminals are included in the Contractor's proposed Cash Access Plan, the Cash Access Manager will be responsible for securing the participation of all necessary ATM networks and ATM owners to support cash access needs.

Minimum Requirements: 3 years of POS marketing activities  
If Bidder proposes ATMs, the Cash Access Manager must have ATM industry experience.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.13 Training Manager

The Training Manager will be responsible for planning, coordinating and managing all client, retailer, State and county training activities. The Training Manager will meet with State, county and other stakeholder representatives to assess training requirements and develop detailed training plans in compliance with the training requirements specified in this ITP. The Training Manager will oversee the development of all related training materials and will be responsible for ensuring that California receives the highest quality training materials as required by the ITP. The Training Manager will ensure the timely distribution of all training materials both for review and final approval and throughout system conversion and implementation. In addition, the Training Manager will plan and manage all train-the-trainer activities and coordinate activities with State and county staff as necessary.

Minimum Requirements: 3 years of Training Management

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.1.14 Customer Service Manager

This position will have primary responsibility of managing all customer service related functions for recipients and retailers. Duties include defining requirements and implementing customer services, managing the CSC, training and managing Customer Services Representatives, monitoring customer service issues and performance, recommending issue resolution strategies, escalating performance issues, providing monthly and periodic statistical reports, and developing and maintaining appropriate problem escalation and resolution procedures.

Minimum Requirements: 3 years of Customer Service Management

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.2 Roles and Responsibilities

Requirement moved to Section 5.19.5.

#### 5.5.3 Additional Staff

For staff not named in the Proposal that will be providing personal services required in this ITP, the Bidder must agree to provide resumes and obtain State approval before assignment to the Project.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.5.4 Staffing Location

The State desires that certain key staff be housed in Sacramento with the State's Project Team. Office space for Contractor staff located in Sacramento shall be provided by the State. The Bidder shall specify the maximum number of full time Contractor and Subcontractor staff that will require workspace at the project site in Sacramento. At a minimum, the Project Manager shall be headquartered in Sacramento from the onset of the contract throughout full statewide implementation. The Technical Project Manager shall be on-site as required based on job description. Regional Implementation Managers shall be located on-site in their respective regional locations throughout full regional implementation. The Bidder will indicate any other staff that will be located in Sacramento with the State's Project Team as well as where all other staff not in Sacramento will be located. For all positions, the State reserves the right to require increased participation on-site in California if the Contractor's California on-site staffing is inadequate.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.5.5 Reassignment

Contractor shall not reassign staff while in the employment of the Contractor if in the State's sole judgement such reassignment will conflict with the work the individual is to perform on this Project. The State recognizes that resignation or other events may cause a Project Team member to no longer be available to the Contractor. If this should occur, then Contractor should be aware that the State reserves the right to approve all staff assigned by the Contractor to the Project. This also includes substitutions made between submittal of the Final Proposal and actual start of the Project, as well as staffing changes that may be made during the course of the Project. Any replacement personnel during the life of the contract must meet or exceed the skill level that the Bidder proposed and was scored on.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Discussion (if any): \_\_\_\_\_

#### 5.6 Project Management Plan (*Mandatory Scorable*)

The Project Management Plan is a Mandatory Scorable requirement.

Maximum possible points for Project Management Plan: 90 points

Refer to Section 9.3.4.2.3 for detailed scoring methodology.



The Bidder shall provide a proposed detailed Project Management Plan with the Final Proposal. The detailed Project Management Plan will be evaluated to determine the Bidder's ability to understand California's EBT requirements as described in the ITP and to translate them into activities, tasks, subtasks and milestones within work plans that can be used to plan, manage and track the progress of EBT design, development and implementation in California. The proposed plan will be the basis of the Final Project Management Plan, which will guide management of the State's EBT Project through all project phases. The proposed Project Management Plan must include sections that address each of the areas described below. These areas are Project Work Plan, Staffing and Organization, Quality Assurance, and Risk Management.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

### 5.6.1 Project Work Plan

The Bidder shall provide a comprehensive, detailed Project Work Plan. In preparing the Project Work Plan, the Bidder shall use Appendix M, which contains the EBT Work Plan Framework files on compact disk (CD) and instructions for completion of the work plans. The EBT Work Plan Framework uses the EBT Project Life Cycle model described below to allow the Bidder to define all activities, tasks, subtasks and key milestone dates for designing, developing and implementing EBT in California. The Project Work Plan shall include a schedule of all activities, tasks, subtasks and deliverables required for the design, development, testing, and operations of the EBT system and standard eligibility interface to the eligibility systems (batch and host-to-host eligibility system interfaces). The Project Work Plan shall contain high level implementation milestones and deliverables only. The Implementation Work Plan, required in Section 5.7, shall contain the schedule of all implementation tasks and deliverables, whereas, the Project Work Plan shall only contain the beginning and ending dates of the Pilot implementation, operations and evaluation, and each county implementation.

The Project Work Plan shall include a schedule of all tasks and subtasks, including dependency tasks and tasks within the critical path. Project milestones and deliverables shall also be identified. In addition, the plan shall delineate the responsibilities of the Contractor, State, and counties for each task, and include a description of and scheduled date for the completion of each deliverable. The Project Work Plan must also show for each deliverable, the time period for State review and comment, the subsequent time period for correction by the Contractor prior to final submission and a deadline for acceptance of the Final version of the deliverable.

The Project Work Plan must contain the elements listed below.

1. Milestones
2. Key deliverables
3. Tasks and subtasks, including dependency tasks and tasks within the critical path
4. Resource loading - number, level and type of staff summarized for each task
5. Critical path diagram
6. Gantt chart showing planned and actual start and end dates for all tasks and subtasks, and percentage complete

7. Time period for state review and comment, and subsequent time period for Contractor correction

#### 5.6.1.1 EBT Project Life Cycle

The EBT Project life cycle shall consist of three main phases: Design, Development, and Implementation.

The design and development phases of the EBT Project life cycle apply to the design and development of the EBT system, the standard batch eligibility interface as required by Section 6.3.1, and the standard host-to-host eligibility interface as required by Section 6.3.1.

The implementation phase of the EBT Project life cycle applies to Implementation of the EBT System according to the methodology and schedule requirements specified in Section 5.7, including

- Implementation of the EBT System with the standard batch eligibility interface in the Pilot County and subsequent counties listed in Section 5.7
- Implementation of the EBT System with the standard host-to-host eligibility interface in Los Angeles County
- Certification of subsequent host-to-host eligibility interfaces for CalWIN, ISAWS, and C-IV consortia and implementation of the System with those host-to-host interfaces in the counties listed in Section 5.7.
- Conversion of all cases in the State to the EBT system

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.6.1.1.1 Design Phase

The Design Phase begins with contract award and ends when the EBT System, standard batch eligibility interface and standard host-to-host eligibility interface are ready for coding and testing. Design of the EBT System and the standard batch eligibility interface and all related deliverables shall be completed no later than five (5) months after contract award. Design of the standard host-to-host eligibility interface and all related deliverables shall be completed no later than ten (10) months after contract award. Design Phase tasks include, but are not limited to

- Finalizing Project Work Plan;
- Joint application development (JAD)
- System design, documentation and design review
- Developing operations and user's manuals;
- Developing training materials;
- Developing the System Test Plan; and
- Finalizing the Implementation Work Plan.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.6.1.1.2 Development Phase

The Development Phase begins with coding and testing and ends when the EBT system, the standard batch eligibility interface, and the standard host-to-host eligibility interface are ready for deployment in the designated counties. Development of the EBT System and the standard batch eligibility interface shall be completed no later than ten (10) months after contract award. Development of the standard host-to-host eligibility interface shall be completed no later than fifteen (15) months after contract award. Some tasks in the Development Phase may overlap with tasks in the Design Phase. Development Phase tasks include, but are not limited to

- Developing and testing system software
- Developing and testing interfaces
- Finalizing user's manuals and training materials
- Performing the Functional Demonstration
- Performing the Acceptance Tests
- Finalizing Detailed System Design documentation
- Eligibility interface development and testing

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.6.1.1.3 Implementation Phase

The Implementation Phase begins with the deployment of the system in the Pilot County and ends with the conversion of the final case in the last county implemented. Refer to Section 5.7 for key milestone dates and deliverables for the Implementation Phase. Implementation tasks include, but are not limited to

- Developing county-specific implementation work plans
- Testing county interfaces to the EBT system
- Installing POS terminals and administrative equipment
- Conducting training
- Issuing EBT cards
- Converting WCDS and C-IV standard batch eligibility interface counties to the host-to-host interface when their SAWS consortium systems are implemented.

The Implementation Phase consists of five (5) implementation sub-projects (two or more may run concurrently). Each sub-project consists of three major implementation components: 1) eligibility interface acceptance testing; 2) eligibility interface pilot and evaluation; and 3) county EBT implementation. The implementation sub-projects are defined in Section 5.7.1.2, Implementation Sub-projects, as follows:

- Standard Batch Implementation Sub-project
- LEADER Host-To-Host Implementation Sub-project
- CalWIN Host-To-Host Interface Migration Sub-project
- ISAWS Host-To-Host Implementation Sub-project
- C-IV SAWS Host-To-Host Implementation Sub-project

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.6.2 Staffing and Organization

The State anticipates that the Bidder will propose a project team composed of the best-qualified staff for the California EBT Project. Given the size, scope and complexity of this project, it is equally important that the project staff presented in this Proposal have available the hours necessary to work effectively on the project. To address this concern, the Bidder shall provide

with this Proposal, a comprehensive description of project Staffing, addressing at a minimum each of the areas listed below.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

**5.6.2.1 Staff Resource Allocation**

The Bidder must present its assumptions for estimating the staff resources necessary to meet the needs of the California EBT Project, including total number of full time equivalent staff in the various positions proposed, summaries of the number, level and type of staff for each major activity in the Project Work Plan, such as each eligibility system interface development, the Pilot County implementation, and each county implementation.

The Bidder must also provide information pertaining to key staff positions, as described below.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

**5.6.2.1.1 Project Manager**

The Project Manager will coordinate directly with the Project Director and staff. The Bidder shall provide a resume for the proposed Project Manager demonstrating that the person meets the requirements delineated in Section 5.5, Key Staffing. The Bidder's Proposal shall describe in detail the roles and responsibilities of the Project Manager, and discuss how the Project Manager will interact with the State. It is the State's expectation that the Contractor's designated Project Manager shall have direct responsibility and decision making authority on behalf of the Contractor organization.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

**5.6.2.1.2 Project Team**

The Bidder shall also describe in detail the roles and responsibilities of all key project team members proposed in Section 5.5, Key Staffing. Names and resumes for all key staff must be included in the Proposal, unless otherwise noted. The Bidder shall commit to provide the appropriate staff on site and within the State as necessary through all project phases.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

**5.6.2.2 Staff Management**

The Bidder shall also describe how staff will be organized, managed, and where they will be located. This section shall include a project organization chart that shows all project staff members, staff assignments, and the proposed lines of authority and communication within the Contractor's project team. Bidder shall also define the internal review process by which all work performed is reviewed and approved. This section shall also describe how the project team will interact with the State Project Team, as well as the Contractor's management structure and the methods to ensure adequate oversight and executive direction for the project. In addressing this area, the Contractor shall identify the corporate officer(s) to be contacted in the event that major problems arise during the performance of the Contract.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

**5.6.2.3 Contingency/Transition Process**

The Bidder shall describe a Contingency/Transition process that describes how the Contractor will ensure continued progress on the project during periods of staff absence and staff turnover. The Bidder is encouraged to cite examples of how staff transitions were made successfully on other projects.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

**5.6.3 Quality Assurance**

The Bidder shall provide the State with a product of the highest possible quality, delivered in compliance with State requirements, on schedule, and within the project budget. This will be accomplished through the use of proven quality assurance and quality control standards and procedures. The California EBT Project will require a large and complex development and implementation effort with multiple dependencies. The absence of effective, proven quality assurance procedures would severely impact the success of this project.

The Bidder shall describe a comprehensive Quality Assurance process describing in detail its approach to quality assurance, and addressing all performance measures necessary to monitor a project comparable in size and scope to the California EBT Project. The Bidder must also describe how the Contractor will work cooperatively with multiple agencies and project participants including State staff, county staff, subcontractors, and others. At a minimum, the Bidder must present quality assurance controls pertaining to the elements outlined below. The Bidder is encouraged to cite specific examples of how these quality assurance techniques were used successfully on other EBT or EFT projects.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.6.3.1 Project Schedule Controls

The Quality Assurance approach must describe all schedule control techniques used to ensure that project tasks are completed within prescribed time periods, and that all project milestones are subsequently met.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.6.3.2 Technical Compliance

The Bidder must also describe the methods used to ensure that all work performed by the Contractor is monitored and measured against the technical requirements of the contract on an ongoing basis. This ensures that compliance with the technical specifications of the contract will not be compromised during the development and testing processes.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.6.3.3 Issue Resolution

Although issue management systems benefit the project by tracking and reporting on project issues, they are of little value if issues are not properly addressed and brought to closure. Therefore, the Contractor must have, in addition to the issue tracking system, documented procedures that lead to definitive issue resolution. The Contractor will assess the impact of issues on the project, report this information, and make recommendations to the State for resolving these issues. This section must also present the Contractor's issue resolution procedures including timeframes for resolving issues, lines of responsibility, and assignment of authority for final resolution.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_



#### 5.6.3.4 Change Management

As part of the Quality Assurance approach, the Bidder shall describe a system Change Management process. The Change Management process shall identify the steps that allow changes to be identified, evaluated, priced, and tracked through closure. The first component of this requirement is to describe methods for identifying changes, evaluating these issues, determining the impact of these issues on the project, and reporting these critical issues to the State in a timely manner. The second component of this requirement is to describe processes and procedures, as well as an automated system, to report and track changes at the project level. The Change Management process shall include all changes to all aspects of the project, and must be in effect throughout the project life cycle.

The Proposal shall describe the staff that will be involved in the change process, including the staff member ultimately responsible for authorizing changes to the California EBT Project. The Proposal must provide procedures for a well-defined, authoritative State role in the Change Management process. The Contractor must notify the State of any proposed change to the system in advance of making that change, even if the change is made in response to FNS requirements and even if the Contractor believes that the proposed change should not adversely impact EBT operations in California. Before any changes are made to the system, change requests shall be provided to the State Change Control Board for approval. Change requests shall include problems, areas affected, issues, recommended solutions, anticipated costs, all anticipated man-hours, and projected implementation timelines. The Contractor shall also accept change requests from the State per the provisions of the contract.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

#### 5.6.3.5 Deliverable Development and Review

The Bidder shall describe its internal deliverable review processes for assurance of deliverable quality. This must include all internal checks and reviews performed prior to system implementation, and should indicate the staff responsible at each stage of review. In addition to this description, the Bidder must also address the process of deliverable development. At the beginning of the project, the Contractor will work with the State to review and thoroughly define all deliverable requirements. In this section, the Bidder must describe how this will be accomplished.

Bidder understands and will comply: Yes \_\_\_\_\_ No \_\_\_\_\_

Reference Document: \_\_\_\_\_ Page(s) \_\_\_\_\_

Description: \_\_\_\_\_

**5.6.4 Risk Management**

The Bidder shall demonstrate its ability to deal effectively with risk by including with this Proposal a formal Risk Management process. This process shall be designed to identify, analyze, mitigate, track, and report on the various risks associated with the California EBT Project. The Bidder is encouraged to cite specific examples of how these risk management techniques were used successfully on other EBT or EFT projects.

The Contractor shall inform the Project Director of risks by including an updated risk report with each Monthly project status report. The Bidder shall define methods for performing each of the following tasks.

**Risk Identification** – Describe the process of identifying all project risks, and of categorizing such risks (suggested risk categories are listed below).

**Analysis of Risk** – Describe the procedures for analyzing and assigning priority to risks. This should include a description of the criteria for prioritizing risk.

**Risk Mitigation** – Describe how the project team will work to mitigate project risk. Also explain the procedures used to address serious project risk in cases where mitigating action has failed.

**Risk Tracking**– Describe the methods used to track risk, including the assignment of responsibility for risk factors to project team members.

**Risk Reporting** – Provide a sample of database and report formats indicating how risks will be formally documented, tracked and reported.

The Bidder shall identify project risks pertaining to the California EBT Project. These may include, but are not limited to, risks in the categories defined below. The Bidder may also identify any other anticipated risks or potential risks that may impact the California EBT Project.